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Personnel

**CIVILIAN PERSONNEL RESOURCE
MANAGEMENT**

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1. Effective management of civilian personnel resources within the budget is critical for sustaining air and space forces to support national security objectives. This directive establishes policies for effective management and mobilization of civilian resources.
2. The Air Force will manage its civilian personnel to ensure that a sufficient number of qualified employees are available to meet worldwide mission requirements during periods of national emergency, mobilization, war, military crisis, or other contingency.
3. In managing civilian personnel resources, the Air Force will stay within its civilian pay budget by balancing economy and efficiency of operations; position structures, skills, and career paths; employee development and motivation; and recruitment and retention of competent personnel.
4. The Air Force supports the principle of equal pay for substantially equal work through proper, timely, and accurate classification of positions; development of occupational skills codes; and timely address of any employee dissatisfactions over classification of positions.
5. This directive establishes the following authorities and responsibilities:
 - 5.1. The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) is responsible for civilian personnel policy matters as described in Air Force Policy Directive 90-1, *Strategic Planning and Policy Formulation*, paragraph 1.5.2. SAF/MI approval is required before this document is changed, reissued, or rescinded.
 - 5.2. The Deputy Chief of Staff, Personnel (HQ USAF/DP) develops, coordinates, and executes personnel policy and approves essential procedural guidance for the management of the Civilian Personnel Resource Management Program.
 - 5.3. The Deputy Chief of Staff, Personnel, the Air Force Director of Programs and Evaluation, and the Assistant Secretary of the Air Force (Financial Management and Comptroller) jointly develop, defend, and coordinate civilian personnel funding and utilization; allocate manpower resources; and

forecast, execute, and adjust civilian personnel budgets in conjunction with the Secretary of Defense and the Office of Management and Budget.

6. See **Attachment 1** for measures used to comply with this policy.
7. See **Attachment 2** for governing policies and directives implemented by this policy directive and other publications with which it interfaces.

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DCS/Personnel

Attachment 1

MEASURING COMPLIANCE WITH POLICY

A1.1. Compliance with civilian human resource management policies will be assessed by measuring execution of civilian resources against civilian employment plans and by measuring classification accuracy and the ability to meet mission requirements during periods of national emergency. Measurement of resource management will be done by Headquarters US Air Force (HQ USAF) through execution reviews and through internal self-assessment. Measurement of classification and mission requirements during periods of national emergency will be done by the HQ USAF Quality Assessment Team, in an oversight capacity, through internal self-assessment and quality assessment.

A1.1.1. Execution of Civilian Employment Plan (CEP). Air Force managers are responsible for developing plans to execute civilian pay dollars, for implementing those plans, and for making appropriate adjustments to those plans as changes in funding and employment needs occur. The policies to manage civilian personnel resources within the civilian pay budget and to ensure sufficient qualified employees will be measured by comparing workyear execution to workyear plans submitted and updated by the major commands and field operating agencies (**Figure A1.4.**).

A1.1.2. Personnel Management (Position Description [PD] Accuracy). Air Force managers, normally first-line supervisors, are responsible for the correct identification of duties and responsibilities which are written into PDs and for ensuring that those are the duties actually accomplished by employees. Employees' qualifications for positions and resulting salaries are based on position classifications. Therefore, the policy to accurately assign duties and responsibilities will be measured by comparing information drawn from randomly sampled onsite interviews of actual performance to current PDs on file in the civilian personnel flight (**Figure A1.1.**). Measurements will be converted to percentages and compared with the Air Force standard of 90-percent accuracy.

A1.1.3. Personnel Administration (Classification Accuracy). The civilian personnel flight is responsible for the accurate classification of PDs, including the establishment of title, series, and grade. The policy to accurately classify positions will be measured by comparing a random sample of PDs to results of onsite interviews of actual performance and to Office of Personnel Management and appropriate Air Force and DoD classification criteria (**Figure A1.2.**). Measurements will be converted to percentages and compared with the Air Force standard of 95-percent accuracy.

A1.1.4. Mobilization Planning (Bases With Mobilization Plans). The policy to manage civilian personnel to meet worldwide mission requirements will be measured using comprehensive installation plans for managing civilian personnel during periods of national emergency, mobilization, war, military crisis, and other contingencies (**Figure A1.3.**). The plans, which are approved by installation commanders: (1) identify civilian employees needed to meet US and oversea mission requirements; (2) identify key employees; (3) identify the military mobilization obligation of civilian employees; (4) document removal of key and emergency-essential employees from military mobilization obligation; and (5) identify skills shortfalls and shortfall resolutions.

Figure A1.1. Sample Metric of Personnel Management.

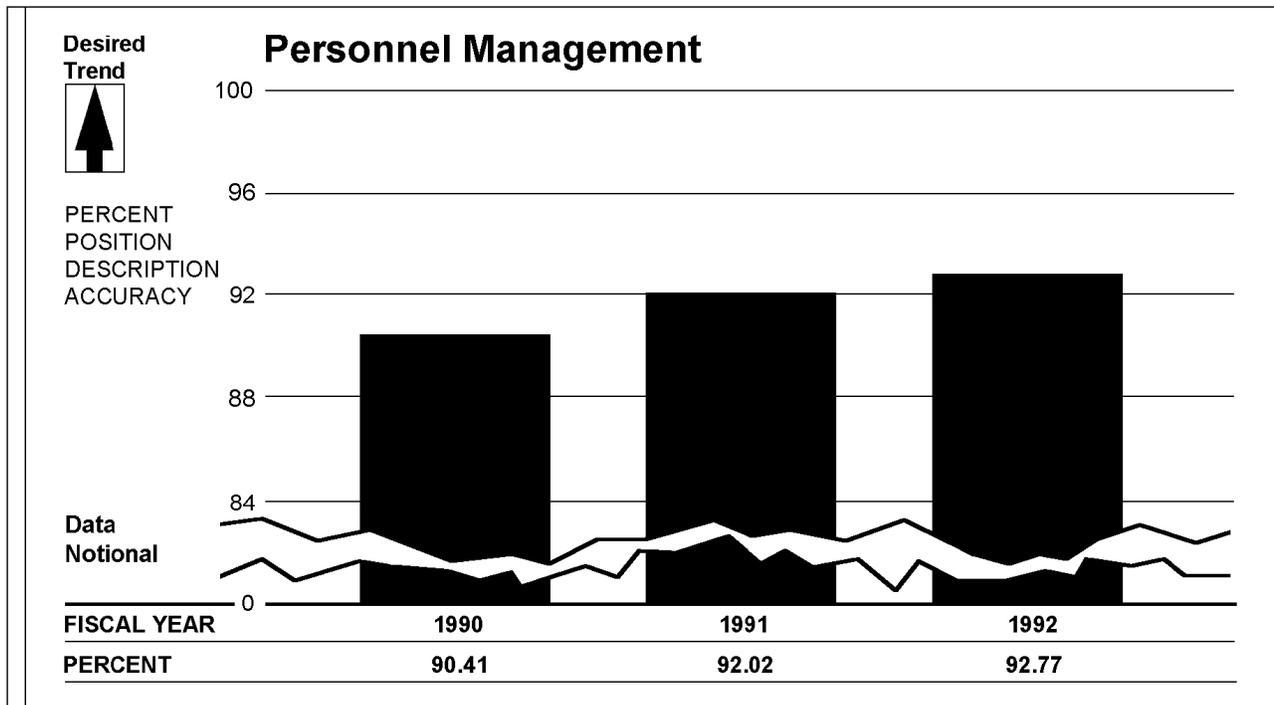


Figure A1.2. Sample Metric of Personnel Administration.

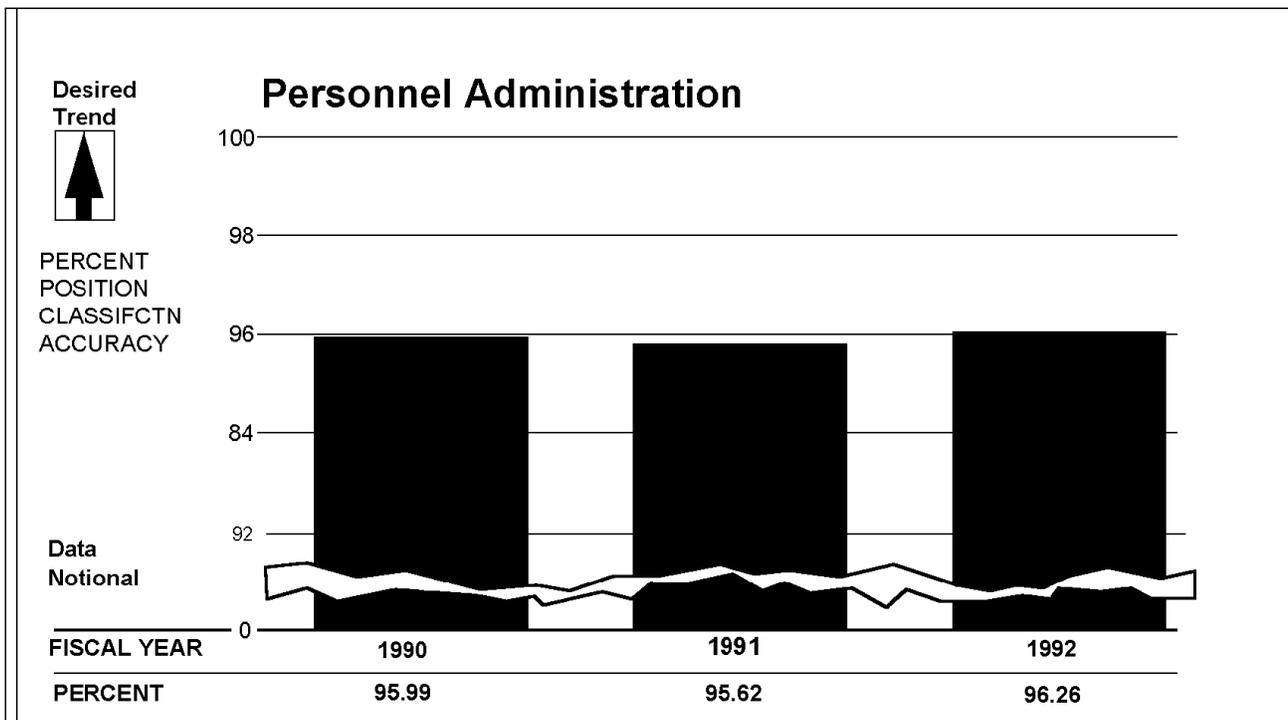


Figure A1.3. Sample Metric of Mobilization Planning (Bases with Mobilization Plans).

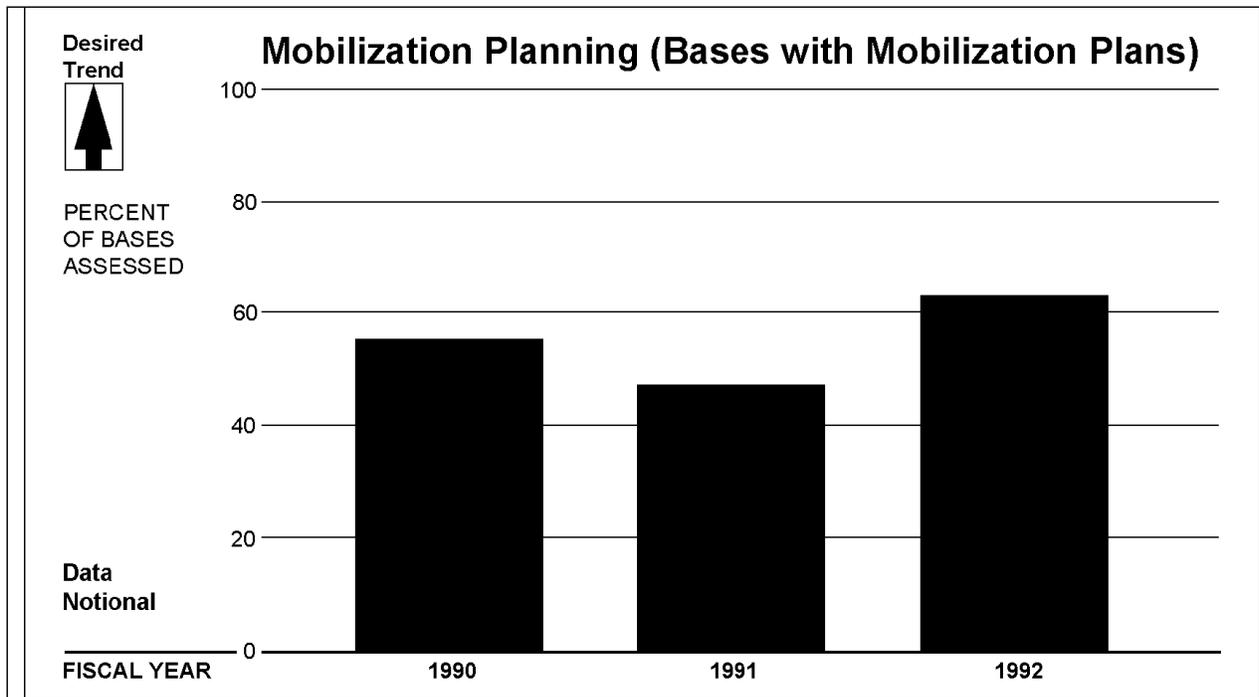
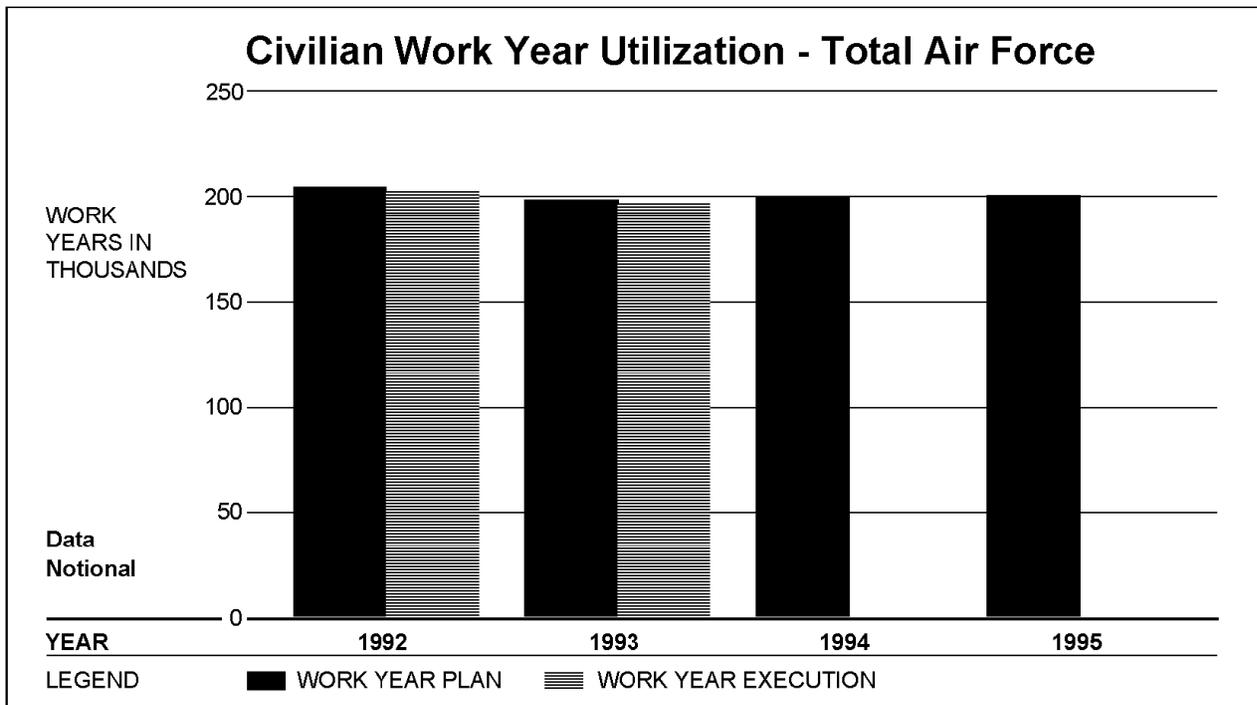


Figure A1.4. Sample Metric of Civilian Work Year Utilization - Total Air Force.



Attachment 2

RELATED POLICIES AND INSTRUCTIONS

A2.1. This directive implements the following:

Title 5, United States Code:

Chapter 51, *Classification* (Sections 5101 through 5115), Current Edition

Chapter 53, *Pay Rates and Systems* (Sections 5301 through 5392), Current Edition

Federal Personnel Manual:

Chapter 312, *Position Management*, Current Edition

Chapter 511, *Position Classification*, Current Edition

Chapter 910, *Mobilization Readiness*, Current Edition

FPM Supplement 512-1, *Job Grading System for Trades and Labor Occupations (Blue Collar)*,
September 1968

Position Classification Standards for Positions Under the General Schedule (White Collar), June 1976

A2.2. This directive also implements the following Department of Defense (DoD) publications:

Publication Designation	Title	Date
DoD Directive 1100.18	<i>Wartime Manpower Mobilization Planning</i>	January 31, 1986
DoD Instruction 1100.19, With Change 1	<i>Wartime Manpower Mobilization Planning Policies and Procedures</i>	February 20, 1986
DoD Directive 1200.7	<i>Screening the Ready Reserve</i>	April 6, 1984
DoD Directive 1400.31	<i>Mobilization Management of the DoD Civilian Work Force</i>	September 9, 1986
DoD Instruction 1400.32	<i>Mobilization Preparedness Planning for DoD US Citizen Civilian Work Force</i>	January 15, 1987
DoD Directive 1404.10	<i>Emergency-Essential (E-E) DoD US Citizen Employees</i>	April 10, 1992
DoD Instruction 5010.37	<i>Efficiency Review, Position Management, and Resource Requirements Determination</i>	November 17, 1987

A2.3. This directive interfaces with the following documents:

Publication Designation	Title	Former Publication
AFI 36-201	<i>Filling Positions</i>	AFR 40-300
AFI 36-301	<i>The Merit Promotion Program</i>	AFR 40-335
AFI 36-401	<i>Training and Development</i>	AFR 40-410
AFI 36-504	<i>Position Classification</i>	AFR 40-511
AFI 36-505	<i>Classification Appeals</i>	AFR 40-512
AFI 36-506	<i>Use and Administration of Local Civilians in Foreign Areas Dur- ing Hostilities</i>	AFR 40-8
AFI 36-507	<i>Mobilization of the Civilian Work Force</i>	AFR 40-910
AFI 36-1001	<i>Performance Management Pro- gram</i>	AFR 40-452
AFI 38-201	<i>Determining Manpower Require- ment</i>	AFR 26-1, Volume 3
AFI 65-601, Volume 1	<i>US Air Force Budget Policies and Procedures</i>	AFR 172-1, Volume 1